Soft skills

Managing Conflict and Disagreement

One day to understand how a conflict at work starts and escalates, and to deal with it before it paralyses a team. Managers, team leaders and HR and support staff learn to read the signals, defuse tension and run a mediation between two colleagues or two departments, working from cases they bring themselves.

Duration : 1 day

Objectives

1. Identify the sources of a conflict: objectives, resources, roles, values, relationships
2. Spot weak signals and the stages of escalation
3. Apply de-escalation techniques in a tense exchange
4. Run a mediation between two people or two teams, from preparation to agreement
5. Choose between handling it yourself, proposing mediation or escalating the situation

Programme

Day 1 — morning

• Disagreement, tension, conflict: what tips one into the other

• Sources of conflict: contradictory objectives between departments, shared resources, unclear roles, values, relationships

• Signals to watch: silence in meetings, emails copying the hierarchy, absences, cliques

• Escalation and de-escalation: how a remark becomes a crisis, and how to get out of it

• Your usual way of reacting to conflict, and its effect on the team

Day 1 — afternoon (workshop)

• Defusing in the heat of the moment: lowering the tone, rephrasing, separating the person from the problem

• Five-step mediation: separate interviews, ground rules, each side's account, searching for options, written agreement

• Case studies brought by participants, worked in sub-groups

• Following up the agreement and preventing relapse

• Knowledge test and summary of the warning signs to monitor in the team

Teaching methods

• Case studies brought by participants, anonymised before the session

• Mediation role play: two parties, a mediator and an observer

• Typical cases: tension between production and maintenance, a dispute between two shift teams, disagreement between sales and logistics

• Mediation preparation sheet handed out and used in the workshop

• Delivered in French or Darija, close to the way people really talk on the floor

Assessment and documents

Knowledge test and observation of a mediation played in the workshop, with a follow-up evaluation at D+1. Numbered training certificate, verifiable online, for each participant; training report handed to the company, without details of the confidential cases brought to the session.

Bilingual materials for every participant; each classroom course comes with its digital twin on OmniLearn.

Good to know

Fourth module of the "Front-Line Manager Cycle". When the disagreement is between departments rather than individuals, the course "Cooperating Across Departments: Cross-Functional Relations" complements this day.

Practical information

Duration	1 day
Prerequisites	No prerequisites
Group size	Groups of 6 to 12 participants, in-company
Format	In-company, face to face on your site
Language	French, Darija or English; bilingual materials
Funding	OFPPT special training contracts (TFP), GIAC, Maroc PME: we prepare the applications with you, at no extra cost.
Programme customisation	Programme adapted to your procedures, your equipment and your audience

Frequently asked questions

Can we work on a real conflict in the company?
Yes, in anonymised form. Participants prepare a case before the session and the trainer checks that nobody can be identified. An open conflict between two people in the room calls for mediation, not training.

Is the course suitable for HR functions?
Yes. HR and support staff are often called in as a third party. The day gives them a structured mediation method and clarifies the limits of their role, especially when the situation involves discipline or harassment.

How does it differ from "Negotiation: Method and Practice"?
Negotiation covers an exchange where each party defends its own interests, often with a customer or supplier. This day deals with a deteriorated relationship inside the company and the manager's role as a third party.

When should a conflict be escalated rather than handled?
When it concerns safety, discipline, discrimination or harassment, or when the manager is a party to the conflict. The day helps participants recognise these cases and know whom to turn to.